

# **GEO**

## **GUYANA ECONOMIC OPPORTUNITIES**

### **Operationalizing the GEO SME Assistance Program: Near-Term SME Export Action Plan**

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## Executive Summary

The purpose of this assignment was to develop a near-term action plan (covering the next 24 months) for the GEO Project to support a new initiative targeting SME (small and micro size enterprise) exporters. The work builds on GEO's *SME Sector Assistance Program* and other analyses and research carried out for the GEO Project to support private sector development.

The purpose of the GEO Near-Term SME Export Action Plan is to assist in establishing a supportive export environment that will enable Guyanese SMEs to respond to export market opportunities. The success of this SME Export Action Plan depends on generating and disseminating information, while implementing a series of activities to build, and then sustain, momentum for SME exporters. The expected results of this initiative are:

- Successful SME exporters
- Enhanced business development service (BDS) providers of export services
- An informal, but sustained SME export partnership network, and
- Improved government services for SME exporters.

Approaches used to develop this Action Plan included a review of previous studies, interviews with SMEs, public and private leaders, and a focus group with SME export partners.

### Rationale for Focus on SME Exports:

A broad consensus exists in Guyana about the need to promote and support increased exports, especially by SMEs. This was confirmed in several GEO studies of the market potential in Guyana and North America. Notably, they confirmed that the local Guyanese market is modest, with little scope for expanding domestic sales, whereas there are considerable market opportunities for small-scale Guyanese producers to sell speciality or “branded” Guyanese products to the Guyanese expatriate population in New York City and Toronto.

### Principles and Approach:

The principles upon which the activities in the SME Export Action Plan are based reflect SME Development best practices, including:

- Start with the market and work back to SMEs (market-driven)
- Listen to the market: exporters, buyers, and agents who make the market
- Participating SMEs must be self-selecting (demand-driven) to ensure commitment
- Ensure widespread outreach and promotion
- Be flexible and evolve with the market.

Based on these principles, the SME Export Action Plan is built around a market-focused and phased approach and is comprised of three main components:

- Market Linkages
- Market Information
- Policy and Regulatory Reform.

The objective of the Market Linkages component is to enhance SME knowledge of export markets and opportunities, and to stimulate market linkages between SME exporters and local, regional and international buyers/agents. This component will include activities to initiate an Exporter's "Forum" in Guyana, offer training in basic and advanced exporting to interested SMEs, and organize a Buyers' Exchange Program with buyers and brokers from North America and the Caribbean. It will also provide specific technical assistance and training to assist SME exporters on such issues as packaging and labeling, transportation and storage constraints, and specific improvements of such exportable commodities as mangoes and agro-processed foods.

The objective of the Market Information component is to develop and disseminate quality, up-to-date information resources on market opportunities for SME exporters. Efforts to build information resources will include a regional market study in the Caribbean, a market opportunities and linkages database, and product and market fact sheets.

The objective of the Policy and Regulatory Reform component is to attain improvements in export-related policies and regulations. This will be achieved through efforts targeting such reform-related issues as U.S. phytosanitary requirements (APHIS) for fresh produce imports, taking advantage of trade and market access agreements, and an Exporter's Roadmap.

## Near-term SME Export Action Plan

### 1. Purpose:

The purpose of this assignment was to develop a near-term action plan (covering the next 24 months) for the GEO Project to support a new initiative targeting SME (small and micro size enterprise) exporters. The work builds on GEO's *SME Sector Assistance Program* and other analyses and research carried out for the GEO Project that have targeted business support organizations, the enabling environment, the investment process, and the operations of a few select government agencies. Annex 1 provides detailed terms of reference for the completed work.

### 2. Results:

The engagement led to the identification of activities that will support the growth of Guyanese SME exports.<sup>1</sup> Key to achieving the results of this action plan (see Section 3, below) is the hiring of an SME Export Coordinator. As discussed in the pages to follow, the success of the Near-term SME Export Action Plan depends significantly on generating and disseminating information, while implementing a series of activities initially to build, and then sustain, momentum for SME exporters. As one individual noted, it is necessary to overcome apathy and establish a “spirit of export.” To establish such a spirit will require a coordinator's full-time attention.

Annex 2 offers a list of activities undertaken by the team, while Annex 3 identifies the persons and organizations with whom the consultants met during this engagement. Importantly, the proposed export action plan also draws on the previous and extensive experience of the consultants not only in Guyana but also with successful SME and export programs elsewhere.

### 3. Near-Term SME Export Action Plan:

The action plan is based on the premise, explored in greater detail below, that Guyana's domestic market is too small and shrinking to lead to quality and innovative improvements that will make Guyana's SMEs competitive. Given this, SME quality and innovation improvements must be led by the demands of the export markets. For this to occur, useful information – accurate, timely, and available – must be generated and disseminated to current and prospective SME exporters. The plan that follows focuses on the regular and timely provision of such useful market information.

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<sup>1</sup> The program's target group is micro (roughly defined as less than 10 employees) and small enterprises. While there are some micro-enterprises that may be capable of sustaining an export relationship, especially in niche Guyanese-centric markets, real opportunities for micro businesses to export will exist as suppliers to brokers and wholesale traders. At the same time, medium and even a few large firms will no doubt benefit from planned activities and in general from the increased information that the SME Export Action Plan will make available to the public.

### 3.1 Objective and Expected Results of GEO's SME Export Program:

The objective of the SME export program is to assist in establishing a supportive export environment that will enable SMEs to respond to export market opportunities. The objectives of the export program are to:

- Stimulate and support SME exporters by building on the success of those who export, i.e., demonstration effect.
- Strengthen local business development service (BDS) providers through both direct assistance and through other donor funded initiatives that target BDS providers.<sup>2</sup>
- Create an informal partnership network to support SME exports. This network would include the Institute for Private Enterprise Development (IPED), the National Association of Regional Chambers of Commerce (ARCC), Guyana Manufacturers Association (GMA), Go-Invest, and the New Guyana Marketing Corporation.
- Enhance public-private awareness of SME export opportunities and requirements among government agencies responsible for export regulations.

By collecting, synthesizing, and disseminating useful information the GEO SME Export program will build awareness of and lay a foundation for a “spirit of export.” By championing the successes and linking partners (private, government, and donor) GEO will build momentum among exporters and providers of export-oriented business support services. The expected results of this initiative are:

- Successful SME exporters
- Enhanced BDS providers of export services
- An informal, but sustained SME export partnership network, and
- Improved government services for SME exporters.

### 3.2 Rationale for Focus on SME Exports:

A broad consensus exists in Guyana about the need to promote and support increased exports. A notable example of this view was expressed by the Honorable Prime Minister of Guyana, Samuel Hinds, in October 2001 at the Opening Ceremony of the Agroprocessors Symposium in Georgetown, when he said:

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<sup>2</sup> Business development services (BDS) are defined as non-financial services, operational or strategic, delivered to businesses with the intent of helping them grow. Examples of BDS include, depending on the circumstances: management consulting/training (e.g., HRD, organizational); financial consulting/training (e.g., loan packaging, financial analysis); marketing consulting/training; packaging and labeling services; customs clearance and freight forwarders; transporters; market information; IT; product design and development; accounting/bookkeeping; secretarial; legal; advertising; engineering; brokering.

“Our President, His Excellency Bharrat Jagdeo, in his recent address to the Guyana Manufacturers Association (GMA), stated that Guyana cannot concentrate on producing only for local consumption and that our manufacturers must recognize that quality is a major factor affecting consumer preferences.... My second thought relates to exports. I am repeatedly told that what we produce here is in too small quantity to attract/sustain secured export markets and that our products cannot compete in global markets. Yet, when I travel and meet the thousands of Guyanese living overseas, I am bombarded with requests for Guyanese foods. So you have an excellent opportunity to move into a captive market wanting our products and which is sure to expand with the growing numbers of adventurous consumers.... The onus is on us, therefore, to take the steps necessary to obtain product recognition for Guyanese foods.”<sup>3</sup>

The Prime Minister’s comments reflect many of the reasons why exports are critical to Guyana’s sustained economic growth. Notably, increased exports support Guyanese enterprises, various sectors, and the economy in the following ways:

- Provide access to large, growing markets
- Offer opportunities to sell what Guyana produces but cannot consume locally
- Maximize local production, leading to increased jobs and revenues
- Increase enterprise sales and market share, ensuring their sustained growth
- Drive quality improvements in local products, meeting international standards
- Enhance the competitiveness of local businesses and their sectors
- Encourage innovations required to survive in the global marketplace
- Increase foreign exchange earnings for the country
- Develop strong linkages with mature economies, leading to improved local quality, marketing, and growth
- Direct and motivate the implementation of government policies that encourage enterprise and sectoral competitiveness.

As a result of this broad understanding of the importance of exports for Guyana’s economic success, we have specifically identified a focus on export-led SME growth as a critical means for boosting the development of the SME sector. This proposed focus in the Near-Term SME Export Action Plan on establishing and expanding export market linkages with current and potential SME exporters stems from a number of recent GEO studies and workshops.

Initially, it was proposed in the *GEO SME Sector Assistance Program and Action Plan (October 2001)* to focus GEO’s SME development efforts on stimulating and supporting market opportunities and linkages. Specifically, it was suggested that GEO consider three options for

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<sup>3</sup> *Proceedings of the Agroprocessing Symposium on “Support Programs Available to Agroprocessors,”* Ministry of Fisheries, Crops and Livestock, October 26, 2001, pp. 15-16.

helping SMEs establish or expand market linkages: a) expanding linkages in local markets in Guyana, b) subcontracting with larger firms in Guyana, and c) exporting to overseas markets, particularly in North America and the Caribbean.

In response to these three options, GEO has conducted a number of studies that all point to export markets as being the most viable option for encouraging SME growth. A rapid assessment conducted for the *SME Sector Assistance Program* revealed that a number of large industries in Guyana had major reservations about subcontracting or outsourcing work to SMEs and highlighted a number of difficulties in this area: lack of quality services and products, unreliable delivery, already vertically integrated operations. The consensus among them was that subcontracting or outsourcing was not a viable program option for promoting SMEs at this time.

The *GEO Guyana Market and SME Sector Overview (February 2002)* reviewed the local Guyanese market and potential of existing SMEs, and concluded that “with a population of approximately 750,000, foreign demand provides most of the market for local products in Guyana, as domestic consumption is modest, resulting in little scope for expanding domestic sales.”<sup>4</sup> The author, Dr. Mark Bynoe, noted that SMEs know the local market well and face high competition, and concluded that “the way forward, therefore, appears to be the sourcing of niche (export) markets.”<sup>5</sup> As part of his efforts, Dr. Bynoe indicated a number of Guyanese SMEs that are already exporting, through buyers, some with bulk products and others with packaged or fresh products.

Dr. Bynoe also highlighted some key challenges of helping Guyanese SMEs export. These included the need for better institutional arrangements for SME marketing, a more efficient system of information dissemination, establishment of greater linkages between different sectors and products, and the need for attitudinal changes. According to Dr. Bynoe, key to helping SMEs maximize opportunities and minimize risks will be ensuring that they have quality information on which to base product, sales and marketing decisions.

As a follow-on to the *Guyana Market and SME Sector Overview*, and as an initial effort to assess the potential of export markets for Guyanese SMEs, GEO sponsored a rapid assessment of the North American market. In the *Draft Report on the Markets in New York City and Toronto for Products of Small Firms in Guyana (March 2002)*, the author, Mr. Ken Weiss, concluded that there are considerable market opportunities for small-scale Guyanese producers to sell specialty or “branded” Guyanese products to the Guyanese expatriate population in North America, especially in the Toronto and New York City areas (see text box below). These opportunities reflect the considerable demand of expatriate Guyanese for Guyanese processed and fresh foods as well as other Guyanese products (e.g. kitchen utensils), and the underutilized capacity of Guyanese SME producers. They suggest that Guyanese SMEs should be able to supply this niche market if given proper information and support. Mr. Weiss’s various meetings with major

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<sup>4</sup> *Guyana Market and SME Sector Overview*, by Dr. Mark Bynoe, February 2002, GEO Technical Report No. 39, p. 6.

<sup>5</sup> *Ibid*, p. 6



wholesalers, buyers and retailers in North America corroborated this view that there are considerable opportunities for serious Guyanese SME producers to expand sales in this niche market.

As small producers Guyanese SMEs will not be able to meet the enormous demands in North America for large volumes of commodities, but based on his assessment of SME producers in Georgetown and their current products, Mr. Weiss indicates that they could potentially offer Guyanese expatriates more and different specialty Guyanese products than are currently available in North American markets. These include certain processed foods, certain kinds of fresh produce, and frozen seafood and fish. So the demands of a North American niche market for Guyanese products appear well suited to the nature, scale and potential of Guyanese SMEs.

Mr. Weiss also highlighted the need for Guyanese SMEs to enhance their products and marketing in a number of critical areas, including product quality, packaging and labeling, and on-time and reliable delivery, in order to meet North American market demands.

#### **Listening to the Market**

In March 2002, GEO sponsored a rapid assessment of the North American markets. The research focused on the niche Guyanese markets in Toronto and New York on the hypothesis that sizeable Guyanese populations in these cities offer the Guyana exporter a foot-in-the-door. The draft paper, *Report on the Markets in New York City and Toronto for Products of Small Firms in Guyana*, identified specialty products that are currently sold in these two market cities and those that buyers are interested in. The draft report also sites critical issues and constraints identified by buyers to increasing exports from Guyana to these markets.

##### **Market Attributes:**

- Approximately 350,000 Guyanese live in New York City and another 150,000 in Toronto.
- Guyanese are willing to pay a small premium of 10% to 15% for “made in Guyana” products if quality is acceptable.
- Guyanese products are fairly well presented in stores owned by Guyanese, less so in other West Indian owned stores, and nearly non-existent outside the West Indian ethnic community.

##### **Products of Interest:**

- Allspice, mustard flavored oil, achar, casareep, cassava bread (unbroken)
- Fresh fruits and vegetables in general, especially spice mango and long beans
- Fresh and frozen fish and shellfish
- Wooden kitchen utensils/tools (rolling pins, cutting boards, spoons, etc.); large aluminum cooking pots
- Tamarind balls, thyme (dried and fresh), noni juice

##### **Critical Concerns:**

- Phytosanitary/APHIS controls, quality control
- Poor quality of packaging (jars, boxes, bags, sacks) and labeling
- Lack of cold storage, limited/costly air transport
- Product inconsistency, unreliability of supply, high prices

One buyer summarized it best, “If producers and exporters in Guyana do not improve very soon, they may see their own market invaded by ‘Guyanese’ products made in other countries.” This statement succinctly captures both the opportunities that are at hand and the very real risk that Guyana may not realize them and lose what market it does have.

Most recently, the authors of this Near-Term SME Action Plan conducted a series of interviews and site visits with Guyanese SMEs that are currently exporting or have expressed interest in exporting (see Annex 3). We also spoke to several buyers in Georgetown who are purchasing local fresh and processed products and exporting them to North America as well as Barbados (see Annex 3). The SMEs currently exporting through agents or buyers of North American wholesalers uniformly expressed interest in expanding their exports. They recognized the importance of exports for the growth of their firms. Other SMEs who are interested in exporting cited the need to expand into export markets in order to survive, given the growing competition and limited size of the local market. These SMEs cited a number of elements they need in order to export, including:

- Motivation to export (a clear sense of rewards being greater than risks)
- Knowledge of:
  - export markets and market feedback (e.g. prices, quality standards, packaging and labeling requirements, contacts and dealings with brokers/buyers/agents)
  - customs and export regulations (according to the importing country or trade regime)
  - export assistance and facilitation programs, projects and services offered through government offices and donors
- Access to reliable transport and storage facilities to ensure on-time and regular delivery, as well as low-cost, quality providers of packaging and labeling materials
- Network of market contacts, buyers, information resources, and support facilities.

The several buyers we met in Georgetown who are exporting to Toronto, New York City, and Barbados, all confirmed that they could sell more Guyanese products in these markets – **if** quality and delivery requirements could be met, and **if** major constraints concerning limited air freight space and inadequate storage space at the airport could be overcome.

Finally, a series of meetings and a workshop were organized with key partners involved in SME support and development (IPED, GMA, ARCC), as well as those involved in export promotion and facilitation (New GMC and Go-Invest). Representatives from the SME support organizations agreed that their dynamic clients and members increasingly view exports as a means to expand sales, while officials from the export promotion and facilitation organizations noted an increasing demand for export information and support.

These studies, meetings and workshop consistently point to the need to stimulate and support SME exporters as a way to develop and expand Guyana's SME sector. In particular, the findings strongly suggest the need to assist in the establishment of an export support environment that will allow SMEs to respond effectively and efficiently to export market opportunities. This effort to increase export market linkages for SMEs and enhance export market information resources form the basis for GEO's Near-Term SME Export Action Plan.

### 3.3 Principles and Approach:

The principles upon which the activities in the Near-Term SME Export Action Plan are based reflect SME development best practices. These are summarized in the *Business Development Services for Small Enterprises: Guidelines for Donor Intervention, 2000 Edition* (see Annex 4). Chemonics has employed these practices on SME projects in Morocco, Jordan, Senegal, Uganda, Burundi, and South Africa over the past 13 years. They also incorporate lessons learned from numerous export-oriented development projects that have been implemented by Chemonics in Latin America and the Caribbean over the past 20 years. These principles include:

- Start with the market and work back to SMEs (market-driven)
- Listen to the market: exporters, buyers, agents, and wholesalers who make the market
- Participating SMEs must be self-selecting (demand-driven), and not selected by the project.
- Nothing for free: require SMEs to show commitment by paying for services provided
- Ensure widespread outreach and promotion to stimulate SME interest and demand
- Be flexible and evolve, by simultaneously implementing multiple initiatives (market linkages, market information, and policy and regulatory reform) to see what approaches are most productive
- Conduct regular reviews, updates and modifications (at least once every 6 months) to remain responsive to SME partners and the markets

Based on these principles, the Near-Term SME Export Action Plan is built around a market-focused approach. It is comprised of three main components:

- Market Linkages
- Market Information
- Policy and Regulatory Reform.

Together these three components will address the key constraints and needs identified above by SMEs and others as being critical to helping SMEs export. As a result, these components will collectively lead to the following for SME exporters:

- Heightened awareness of export market opportunities and linkages among SMEs, business development service providers and facilitators, and government offices
- Increased interest and momentum among SMEs and their various supporters to exploit these market opportunities
- Expanded market information collection, synthesis, and dissemination, including SME success stories to stimulate more SME export activities.
- Broadened market linkages, partnerships and networks resulting in increased SME exports.

The action plan will be implemented in steps, with a phased approach, so that quarterly activities will be planned and results evaluated in terms of evolving market responses. Moreover, reviews

and updates of the Action Plan will be conducted semi-annually so that the demands of the market and the needs of SME exporters are continually assessed to ensure maximum linkages.

With a focus on developing market information resources and building market linkages, the proposed activities and expected results of the SME export plan are fully feasible within a 24-month timeframe. Based on results in similar programs elsewhere, it is expected that the strong market orientation and built-in review/update process of this action plan will stimulate new dynamics in the marketplace, among SMEs, and with BDS providers and facilitators, the government and donors. In other words, it is realistic to expect that the momentum created by these catalytic market-reinforcing activities will serve to launch or sustain related activities over the next several years.

The action plan is designed to build on the relative strengths and capacities of the partners in the network, as well as the timing for the GEO Project. The GEO Project will ensure the overall coordination of the various activities with the partners in the network. As stated above, it is critical for the successful implementation of this Near-term SME Export Action Plan that GEO employ a full-time SME Export Coordinator. This person will be responsible for coordinating closely with the various partners in planning, organizing and evaluating various activities, drafting scopes of work, facilitating the work of short-term export consultants and trainers, and ensuring maximum dissemination of the information gathered through these efforts. In effect, the GEO SME Coordinator will serve as the informal clearinghouse of information for the Near-term SME Export Action Plan as these activities are being developed and implemented.

Yet this will in no way detract from or minimize the fundamental information collection, synthesis and dissemination roles of such partners as Go-Invest and New GMC. Rather, the SME Coordinator will direct a number of efforts in the Action Plan aimed at strengthening the informational capacities of these and other organizations as they relate to SME exporting.

GEO will also be responsible for providing targeted technical assistance (e.g. market and product studies), training (e.g. how-to-export courses, product seminars), and study tours (as appropriate). As importantly, however, the SME Coordinator will work closely with partners in the network, including other donors and government programs, to ensure that their resources to promote and support SME exporters are fully leveraged and accessed (see below and adjacent text box on other donor programs).

IPED, GMA and ARCC are key partners in the informal SME partnership network. As BDS providers (offering business support services directly to their clients and members) and facilitators (helping facilitate access to services from other providers), they are well placed to promote the training and informational activities among SMEs with which they work. In the meetings and workshop with officials of these organizations, they expressed their interest in playing active roles as promoters of the Near-term SME Export Action Plan. They are also keen to develop services specific to their respective organizations that will enable them to provide

better and more focused export-related services (information, training, technical, financial) to SMEs.

The active participation of Go-Invest and the New GMC is also important to the success of this action plan. Each is actively promoting and facilitating exports, while also representing exporter interests to other public sector agencies. They have expressed to GEO their willingness to promote the Near-term SME Export Action Plan activities, especially the information seminars and trainings, among their clients. In addition, these organizations are targeted to receive assistance to enhance their capacity to provide market-oriented export information, and to improve their export facilitation services.

The Near-term SME Export Action Plan also envisages collaboration with a number of government agencies involved directly or indirectly in SME exporting. Informing them about export opportunities, and institutional or business environment constraints that hinder SME exporters from taking advantage of these opportunities, will be critical over time to engaging government offices in undertaking essential policy and regulatory reforms to enhance Guyana's export potential. These agencies include: Customs; Food and Drug; Bureau of Standards; Airports Authority; Environmental Protection Agency, Ministry of Fisheries, Crops and Livestock; Ministry of Public Works (notably ports); and the Ministry of Foreign Trade and International Cooperation. Under the Near-term SME Export Action Plan, GEO will ensure that these organizations are regularly briefed on the results of various export market and constraints studies, and are assisted as appropriate in implementing specific measures to enhance the SME export environment.

The success of this plan will also depend on leveraging the resources and initiatives of other donor- and government-supported programs and projects aimed at assisting SMEs and promoting exports. As noted in the *SME Sector Assistance Program and Action Plan*, these efforts focus essentially on offering training, technical assistance and grant support to SMEs to improve their management, production, and marketing, and assisting BDS providers and facilitators in enhancing their capacity to provide business development services to SMEs (see box below). The GEO SME Export Action Plan will offer a substantial complement to these other efforts, yet will not replicate or overlap with them. By focusing on creating tangible market linkages for specific export markets and sectors/products, and by enhancing market information resources with BDS facilitators, GEO will build the market and information networks required to help SMEs succeed as exporters. To build synergies, the SME Coordinator will ensure that BDS providers (IPED, ARCC, and GMA) and facilitators (Go-Invest and New GMC) that identify and assist SMEs in taking advantage of GEO-supported market linkage opportunities are also able to identify and access complementary donor resources. Thus, through the partnership network, the action plan will ensure that dynamic SME exporters will be able to develop enterprise-specific business and investment plans, obtain company-specific technical assistance and training, secure financing, and expand their operations.

The GEO Near-term SME Export Action Plan will seek to achieve a number of key results (see Section 3.6 below). Given the relatively short time remaining for the GEO Project, long-term institutional sustainability of this initiative is not a direct target. GEO recognizes that to launch and implement this action plan effectively in the near-term will require a full-time SME Coordinator. This is to ensure that the numerous activities proposed are implemented simultaneously, to share information efficiently among partners and to ensure that momentum is quickly created for these market-focused export efforts. It is also built on the recognition that the partners are all extremely busy, with limited staff and resources, and would not be able to devote the full attention required to achieve the target results of this action plan.

#### **SME and Export Support Projects and Resources Available in Guyana**

##### ***For micro and SME financing:***

- IPED
- ScotiaEnterprises

##### ***For investment and export assistance:***

- Go-Invest
- New Guyana Marketing Corporation
- Caribbean Export Development Agency
- Inter-American Development Bank (IDB) and Inter-American Investment Corporation (IIC)

##### ***For technical and management training:***

- Consultative Association of Guyanese Industries (CAGI)
- Guyana Training Agency Project
- Canadian Executive Services Organization / Guyana Volunteer Consultancy (CESO/GVC)

##### ***For technical assistance and grant support:***

- Caribbean Regional Human Resources Development Programme for Economic Competitiveness (CPEC-CIDA)
- ACP Business Assistance Scheme (EBAS-EU)
- Center for Development of Enterprise (CDE-EU)
- Inter-American Institute for Cooperation on Agriculture (IICA)
- CAMID/Caribbean Agricultural Research and Training Fund (CARTF-EU)
- Business Linkages Challenge Fund (DFID)

We also emphasize, as we have in other SME development projects, that these efforts will lead not only to institutional sustainability, but also to market sustainability. Institutional sustainability suggests that one or several organizations have the vision and strategy, trained staff, recurring financial resources, and programs needed to continue a desired set of activities after a donor-funded project has ended its support. As indicated above, we expect that institutional sustainability will be an effect or impact of this action plan, rather than a target result. We expect that as a result of increased market linkages and enhanced market information resources, such organizations as GMA, ARCC, Go-Invest and New GMC will collectively or individually build up their capacity to maintain some or many of the activities initiated under this

work plan. This might take the form of a new Guyanese Exporters Association, an exporter's forum within the GMA or ARCC, and an expanded capacity/facility within Go-Invest or the New GMC.

At the same time, the beginnings of market sustainability will occur from the results of the activities proposed in this plan. With better information, communication and linkages, SME exporters, buyers, wholesalers, retailers and the end consumers will begin to operate in a more effective and efficient market system. This means that market forces of supply and demand will move towards equilibrium, and ensure growing and longer-lasting market demand for Guyanese SME exporters. This market sustainability, the basis for all private sector-led growth, will then require the kinds of institutional sustainability discussed above. Market sustainability will occur in such practical ways as a privately-run cold storage facility at the airport, an expanded fresh produce handling/packing warehouse at the airport, or increased air transport opportunities resulting from buyers/brokers pooling their shipments.

### **3.4 SME Export Action Plan Components:**

There are three components to the export action plan: Market Linkages, Market Information, and Export Policy and Regulatory Reform. Each of these is explored in some detail below, followed by a review of the proposed results framework. Activities within a component are discussed in incremental steps that reflect loosely eight month windows. Keeping with the stated principles, activities are multiple, simultaneous, and flexible to respond to the real needs of the exporting SMEs. Beyond the first eight months, or step one within each component, the program could change significantly depending on the results of those activities undertaken and market responses.

#### **3.4.1 Market Linkages:**

The objective of this component is to enhance SME knowledge of export markets and opportunities, and to stimulate market linkages between SME exporters and local, regional and international buyers/agents. It is important to recognize that stimulating linkages may require actions to identify opportunities or shortcomings, and then provide assistance to exploit the opportunities and remedy the constraints. In other words, the market linkages component is more than just an effort to compile a database of who is importing what, and will include activities necessary to stimulate exports. The target groups for this component include SME exporters (current and potential) and BDS providers and facilitators.<sup>6</sup> The roles for the partner entities revolve around their natural strengths. The GEO project will take a lead role in planning and orchestrating the implementation of activities in this component. ARCC and GMA, as partners in this network, will be called on to promote the activities with their membership. IPED

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<sup>6</sup> A BDS facilitator is any entity that helps to bring the supply of and demand for business services together. Facilitators can be NGOs or donor projects, or "natural" facilitators such as associations and other membership based organizations. The facilitator may or may not provide services directly to SMEs but plays a role in brokering the provision of BDS to SMEs.

will be asked to continue to play the principle SME financing role for SMEs with a viable export financing need, as well as promote participation of its borrowers in component activities. Go-Invest and the New GMC will be asked to promote activities and support participating SMEs.

## **Step 1 – The Building Blocks**

### **1a. Exporters’ “Forum” of Guyana**

It is quite possible that an exporters association will emerge as a result of GEO’s SME export activities. However, rather than force or directly promote the establishment of such an institution, GEO will foster and nurture the operation of an informal exporters’ forum. This will include a regular series of seminars, workshops, lunch meetings, etc. with the purpose of bringing together current and potential SME exporters, buyers/brokers/agents, and specialists in various aspects of exporting (e.g., packaging, labeling, quality control, pack house operation, etc.). In time, and if relevant, the forum will evolve into an exporters association or an arm of an existing private sector organization such as ARCC or GMA.

Keeping with the principles of the SME Export Program, participants will be completely self-selecting and could include SMEs, BDS providers (printers, freight forwarders, etc.), and BDS facilitators (IPED, ARCC, GMA, Go-Invest and New GMC). It is fully expected that, depending on the topic, participants will come and go. The initial meetings will revolve around GEO-sponsored activities. The emphasis will be on sharing, discussing, and disseminating information on SME exporting, export opportunities, and SME export support services. The forum might entertain, for example, the author of a GEO-sponsored Caribbean market survey, APHIS inspector, representatives of various government, private, NGO and donor provided services, or successful exporters and local buyers representing major international wholesalers.

### **1b. Export 101 Curricula Development**

To build awareness and create an export culture, GEO will extend a training program to SMEs that are interested in exporting, as well as to those who have exported sporadically in the past. The first step to offering the training is to develop the course curricula. GEO will bring to Guyana an expert to draft the material (See Annex 6 for Scope of Work). The same individual will return to provide the training. This Export 101 class will touch on, for example:

- Why export?
- Questions to ask buyers and agents and the questions to be prepared to answer
- How to finance exports (e.g., working capital, buyer credit, letters of credit)
- Why the market is always right
- Phytosanitary certificates and APHIS
- Sources of market information
- Importance of quality in production, harvesting/handling, packaging, labeling, presentation
- Importance of reliability and on-time delivery



- Roles of regulatory agencies, e.g., Customs, Food & Drug, Min. of Fisheries, etc.
- Roles of government facilitation agencies, e.g., Go-Invest and the New GMC
- Other donor and NGO support programs
- Trade market access agreements and opportunities (CARICOM, CBI, CARICAN, FTAA, MERCOSUR, Lome/Cotonou (EU))

As a result of the training, participants will be able to better assess their own readiness to export and to develop an export plan. They will understand the basics of exporting and be able to ask the right questions of buyers and experts as well as confidently respond to the questions asked of them by buyers and bankers.

## **Step 2 – Educate and Inform**

### **2a. Deliver Export 101**

This course is the first screen in the self-selection process (see 3.3 Principles and Approach above). As such, the intent is to attract dynamic and committed SME participants who will learn the basics of successful exporting. Armed with this information, participants will then be able to better decide whether and how they want to pursue export markets, based on a clear understanding of what it takes to export and the associated costs, risks and benefits.

The course will be open to anyone interested and willing to pay. The participants will pay a small fee (e.g. G\$ 2,000), following the principle of nothing for free, but one that does not deter their participation. The fee is not meant to be profit making, but to increase the value of the program and to screen for committed participants.

The course offering will be advertised widely in the press and by the partners (IPED, ARCC, GMA, Go-Invest and New GMC) to their clients and members. Some firms will be invited directly based on their export experience and proven interest based on criteria such as (Annex 5 offers an initial list of such firms):

- Commitment: already exporting or willing to export
- Willingness to make investments in terms of education, time and money
- Concern with quality and presentation
- Responsiveness to market forces and information
- Ability to deliver quality/quantity goods on time
- Capacity to produce what is demanded

The course will most likely be offered as a 2-day course. Depending on interest, the course may be offered outside Georgetown. We currently project that the course will be offered twice. Course materials will be given to participants in the form of an Exporter's Handbook. This handbook will also provide a convenient place for the participant to collect export information over time.

As a result of this broad-based marketing of the Exporters 101 course and self-selection process in participating in the course, entrepreneurs, SME exporters, and related local businesses will decide for themselves whether they will continue to work with the partners and GEO in trainings, seminars, etc. Their continued participation will be voluntary and self-determined, which leads to the best results in terms of increases of exports and expansion of export-related services.

## 2b. Organize Buyers' Exchange Program

The objective of the Buyers' Exchange is to let SME exporters hear first hand from those who spend the money and make the markets. This program will provide a forum for SME exporters to hear directly from buyers and brokers what it is that they are looking for in a supplier. The exchange will take place several weeks after the Export 101 class, so that many participants will possess a basic understanding of the methods and terms of exporting. As with the class, participants will be asked to pay a small fee to attend the forum. This fee could be used to cover the costs of room rental and refreshments.

The Buyers' Exchange will follow an open panel format, with presentations from buyers and an open discussion in the morning, and specific workshops in the afternoon. We envision inviting buyers/agents/wholesalers from Toronto, New York, and perhaps Barbados (some of whom have already expressed interest in attending) to discuss what they do, what they buy for what markets, what they look for in products and exporters. Types of sectors that might be represented include processed foods, fresh fruits and vegetables, furniture, and fish (fresh and frozen).

## 2c. Buyer/Government Exchange

This initiative will take advantage of the presence and availability of these international buyers while in Guyana, by bringing the government into a discussion with them in an informal setting. The exchange will afford the government the opportunity to hear in a neutral setting from buyers from outside Guyana, who have no political agenda, what it takes to successfully export. The participants will be able to discuss how the government can facilitate exports and what investments it can pursue in its role as facilitator.

# Step 3 – Build on Success and Evaluate

## 3a. Follow-up Activities

Based on our review of studies, interviews and focus groups, we have identified a number of activities that should be undertaken immediately to enhance linkages between exporters and buyers/brokers and which would have an immediate impact on SME exports (see Annex 6 for Scopes of Work). These include assistance and training in the following areas:

- *Packaging and labeling* support for local graphic arts and printing sector, as packaging and labeling in Guyana are not up to international export standards. A training program geared towards local commercial artists and advertising firms, as well as printers (many printers design labels for clients), could have important and immediate payoffs for an SME exporting program.
- *U.S. phytosanitary requirements for fresh produce imports (APHIS)*, to ensure that Guyanese products currently requested are added to the approved list.
- *Transport (air and sea) and storage constraints*, to help alleviate this critical constraint in the export chain (See Annex 6 for Scopes of Work).
- *Hot water treatment of mangoes for export to North America*, to increase opportunities for exports of this highly demanded product to the United States, Canada, and elsewhere.
- *Improvement of specific exportable commodities*, for which substantial demand was highlighted in the North American market study. Assistance and training would focus on such key issues as post-harvest handling of fresh products, and quality control, general handling and packaging, and volume management for all products. These include
  - Fresh produce and spices (spice mangoes, long beans (bora), thyme and weri weri peppers)
  - Agro-processed foods (cassava bread, noni, tamarind balls)
  - Cane and nibbi furniture
  - Wood kitchen tools/utensils
  - Aluminum cooking pots.

In addition, following the principle of listening to the market, and as a result of the Export 101 training and the Buyers' Exchange, GEO will identify additional activities that the Project may undertake to enhance SME export market linkages, or may facilitate through one or several other donor-funded activities.

### 3b. Review and Update

An important part of the SME Exporter Action Plan is periodic review and update. It is important that the action plan be reviewed periodically within each component in order to keep it relevant. The market provides the cues and the market place is not stagnant. Following the principles of market driven and listening to the market, it is necessary that the export action plan be evaluated for the effectiveness of the activities and respond to the interest and needs of SME exporters. It is fully expected that some activities that are identified now will be dropped, while others will be added in response to market changes.

### 3.4.2 Market Information:

The **objective** of this component is to develop and disseminate quality, up-to-date information resources on market opportunities for SME exporters. As a result of the Exporter's Forum, seminars with buyers, exporters' trainings, and market studies, evolving information needs will be identified, resources gathered, and then disseminated. This information loop of needs and

responses will be sustained continually through subsequent trainings, meetings and other informational efforts described below. The target groups for this component include SME exporters (current and potential), who will be beneficiaries of these efforts, as well as Go-Invest and New GMC, who currently offer export information and assistance to exporters. The roles for GEO, Go-Invest and New GMC build on their current efforts. GEO will take the lead in organizing various technical consultancies, while Go-Invest will enhance its capacity for information collection, storage and dissemination, and New GMC will focus primarily on information dissemination.

## **Step 1: Build Information Resources**

### **1a. Regional Market Studies**

Building on the recent North American market study, we will conduct an additional market study in the Caribbean, where exporters have identified current and potential opportunities (See Annex 6 for Scope of Work). This study will include islands where Guyana is currently exporting fresh and frozen produce and seafood, as well as islands that may offer opportunities for such products due to significant levels of tourism and the limited capacity of the islands to meet the needs of the tourist industry for fresh produce. Thus, the Caribbean study would cover countries such as Barbados, Trinidad and Tobago, St. Lucia, Antigua, Dutch Antilles, Martinique, Guadeloupe. The final list of countries will be verified with SME partners. An advantage to the Caribbean markets for SMEs is that they are closer to Guyana and import requirements for these islands are less stringent than for North America. So there may be opportunities for more rapid expansion of Guyanese exports, or it may be a more feasible way to introduce exporting to SMEs new to this market.

### **1b. Market Opportunities and Linkages Databases**

As a complement to the market and product studies, we will work with Go-Invest to help it design, develop, and maintain databases that incorporate the information gathered in the studies, Internet research, Exporter's Forum, etc. These databases will include such information as:

- Buyers (wholesale/retail), brokers and agents
- Freight forwarders and transporters
- Suppliers (packaging, labels, etc.)
- Linkages to and synergies with other donor and NGO services, projects, projects (e.g. CIDA for HAACP).

Given Go-Invest's website and information infrastructure, it has agreed to host these export-focused databases. All of this information will be available through the Internet. In addition, it will be regularly printed out on information sheets available from Go-Invest, New GMC, GMA, ARCC and IPED, that exporters will be able to store in their Exporter's Handbook.

### 1c. SME Exporter Newsletter

The GEO SME Coordinator will be responsible for preparing a 2-page quarterly newsletter. Distributed through the Exporter's Forum meetings, exporter trainings, as well as the partners, this newsletter will contain information as to who's doing what in exports, summary results of recent studies, donor and government resources to assist SME exporters, calendars of upcoming activities, trainings, and seminars, and export success stories. It will be produced in a loose leaf format to fit into the SME Exporter's Handbook. An electronic version of the Exporter Newsletter will be posted on the Go-Invest website.

### 1d. Product and Market Fact Sheets

Following recent training completed through GEO, Go-Invest will build on the established formats and Internet research tools and techniques it acquired to prepare at least 2 new product and market fact sheets per quarter. The specific products for the fact sheets will be developed from the market study findings, discussions in the Exporter's Forum, and seminars with buyers. For example, they may initially prepare one on frozen fish destined for the New York market (having already done frozen shrimp), or cane/nibbi furniture to the Caribbean. Go-Invest will distribute these fact sheets through the network, and they will be designed to fit into the SME Exporter's Handbook

## **Steps 2 and 3: Update and Expand Information Resources**

Since the market is constantly evolving and the Near-Term SME Export Action Plan must reflect those market changes GEO will therefore coordinate ongoing information efforts. These will include additional market and product studies based on new needs and specific requirements identified in the Buyer's Exchange Program, market studies, Exporters Forum, etc. Additional studies, databases and produce/market fact sheets will be developed in response to local and export market signals. With the Go-Invest website, databases, SME Exporter's Newsletter, and product/market fact sheets already developed under Step 1, the tools will be in place for the network partners to continue to disseminate timely export information to a growing group of SME exporters.

### **3.4.3 Policy and Regulatory Reform:**

The objective of this component is to seek improvements in export-related policies and regulations based on independent analysis and best practices. The target groups for this component include government agencies and SME exporters. As for roles, GEO will work with relevant government agencies and exporters to identify possible areas for assistance. The findings, conclusions and recommendations from this assistance will be discussed with the government and shared through various channels (e.g., Exporters Forum, exporter's newsletter) with the interested exporting community.

## **Step 1 – Implement Export-Related Policy/Regulatory/Programmatic Activities**

As indicated in Section 3.4.1 above, a number of key topics have been identified that if addressed in the near-term, can have a direct and immediate impact on SME exports. Several of these have an element that is policy or regulatory in nature and directly affect exports, while some may involve policy and regulatory actions on the part of the government. These include:

- U.S. phytosanitary requirements (APHIS)
- Transport and storage constraints (expecially for fresh produce)
- Hot water treatment of mangoes.

In addition, a number of other areas should be addressed immediately by the government, as they directly concern policy, regulatory or programmatic issues that affect exporting and SME exporters, including:

- Trade and Market Access Matrix analysis (WTO, CARICOM, CBI, MERCOSUR, CARIBCAN, FTAA, Lome/Cotonou, etc.) to identify areas of convergence and divergence, and highlight market opportunities for SME exporters
- Exporter's Roadmap
- Export processing zones.

Given current efforts of some donors and projects to address some of these topics, GEO will initially be involved in those activities that do not duplicate other initiatives.

## **Step 2 – Educate and Inform**

### **2a. Discuss Findings, Conclusions, and Recommendations**

At the conclusion of each study, the GEO SME coordinator will organize informal meetings with the consultant and government officials to discuss key findings and recommendations. These briefings will be led by the consultants who have performed the studies, with the objectives of informing and educating critical government agencies, and seeking agreement on steps that can be taken that are both affordable for the government and relevant to expanding exports.

### **2b. Plan of Implementation**

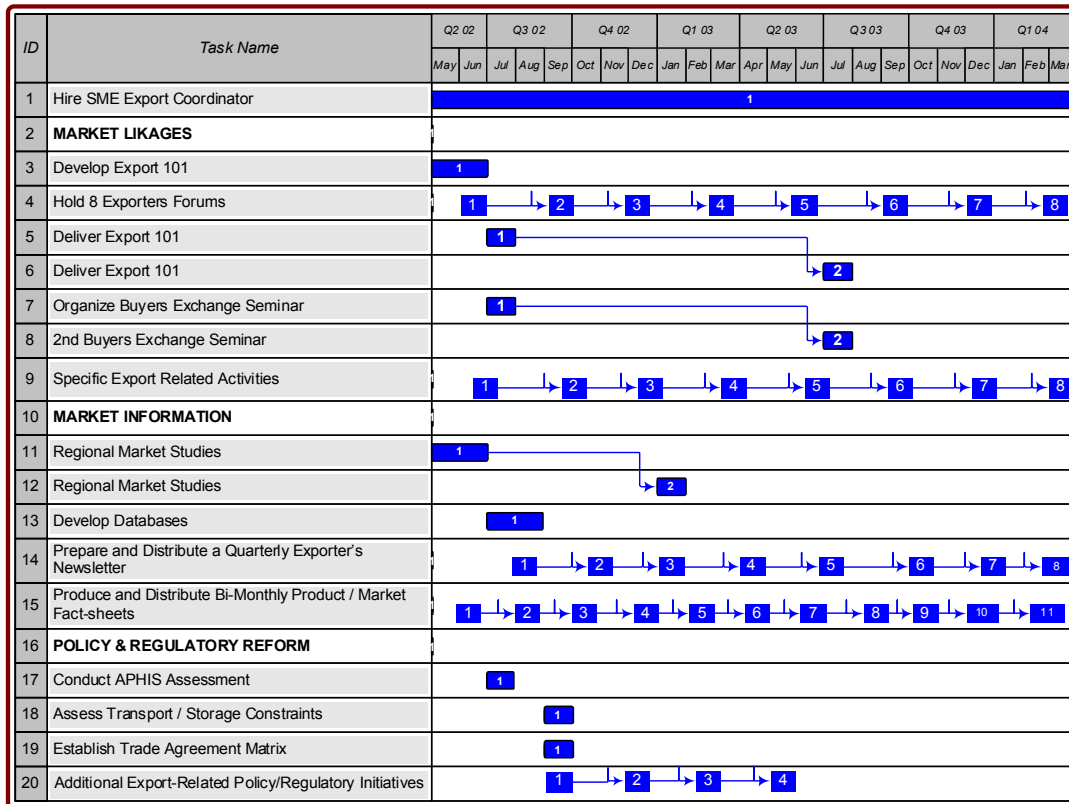
When actions are identified that the government can afford, the coordinator, working in tandem with the relevant agency(ies), will draw up a plan of action to realize the agreed to changes. GEO will supply necessary consulting services to help implement the plan of action.

## **Step 3 – Build on Success and Evaluate**

As with other interventions, periodic evaluation and stocktaking of results achieved, new policy concerns identified and changing markets and market conditions will be necessary to keep the policy component focused on the most critical issues and areas.

### 3.5 Timeline

#### SME Export Action Plan Timeline



### 3.6 Results Framework

Following is an illustrative Results Framework for the proposed Near-term SME Export Action Plan. The framework falls under USAID's Improved Climate for Private Investment strategic objective (SO). The proposed plan touches directly on two of the three Intermediate Results (IR) under SO1 – IR1 Increased Capacity to Implement Economic Policy and IR3 Increased Services Available to Small and Micro-enterprises. Implementation of the action plan will require working with a number of the entities identified as constituents for IR2 Strengthened Capacity of Private Sector to Influence Public Policy, but the SME export plan of action does not specifically target these entities in terms of IR2.

#### **IR1 Increased Capacity to Implement Economic Policy**

##### *IR1.2 Trade Policies and Practices Conform to International Norms*

- Targeted Result: Guyanese export products are more competitive
- Result Indicators:
  - APHIS report
  - Trade/market access agreement matrix
  - Exporter's Roadmap
- Impact Indicators:
  - Increased number of APHIS-approved products for the U.S. market
  - Improved access to export markets building on trade agreements
  - Lower fiscal and administrative costs on Guyanese exports

##### *IR1.3 Market and Investment Information Available to Producers and Investors*

- Targeted Result: Increased awareness and understanding of international market opportunities for SMEs
- Result Indicators:
  - 2 market studies (e.g., Caribbean, expanded North America) completed
  - 3 databases developed (e.g., buyers/brokers/agents, suppliers, donor programs)
  - 6 exporters newsletters issued
  - 8 product/market factsheets completed
- Impact Indicators:
  - Enhanced capacity of Go-Invest and New GMC to inform and facilitate exporters
  - Easy, quick access to low-cost, high quality market information

#### **IR3 Increased Services Available to Small and Micro-enterprises**

- Targeted Result: Increased competitiveness of SME exporters
- Result Indicators:
  - 6 exporters forum meetings organized
  - 50 SMEs trained in basics of exporting
  - 2 buyers exchange seminars organized and presented



- 5 consultancies on specific export-related products/markets/processes/services
- Export-focused BDS provider/facilitator workshop organized and presented
- Informal SME export partnership network established and 3 meetings held to review results and update action plan
- Impact Indicators:
  - At least 5 SME exporters showing measurable increases in revenues, employment, exports or market share
  - At least 10 export-focused SMEs benefiting from other donor projects and resources

**Annex 1**  
**Terms of Reference**  
**For**  
**Operationalizing the GEO SME Assistance Program**

**Position(s):** 2 SME/Business Specialists

**Purpose of the assignment:** To assist in operationalizing the GEO Project SME Assistance Program.

**Background:** In late 2001 the Project developed an SME assistance plan that will focus on linking export market opportunities to sectoral and firm level support and regulatory and administrative reform. The first stage of the program is underway. A survey of Guyanese SME firms and their products has been conducted and market surveys targeting the Guyanese expatriate communities in Toronto and New York City will be completed shortly. The next stage, and the focus of this assignment, is to develop the organizational linkages and partnerships for implementing the program, to establish the ground rules for SME selection and participation, and to develop detailed implementation plans.

**The Approach:** The Business Specialists will work with key partners to the SME Assistance Program, Go-Invest, ARCC, IPED and the GMA as well as others who may be needed for technical expertise on specific issues and products. These may include the New Guyana Marketing Corporation; the Ministry of Fisheries, Crops and Livestock; the Guyana National Bureau of Standards, and other organizations working with SMEs. The Specialists will also interact with the GEO Project Private Sector Advisor and the Investment Specialist working on administrative barriers to investment. The Specialists, in consultation with Program partners, will review the results of the recent reports on the Guyana SME sector and the marketing surveys in North America, participate in a presentation and discussion on the results of the N. American surveys, and develop a near term Program implementation plan.

**Specific tasks:**

- Lead a workshop with SME Program partners to establish common purpose, clear targets and explicit approach.
- Participate in a review and discussion of the recent Guyana and N. American market surveys with Program partners.
- Develop with partners the criteria screening process and requirements for SME participation.
- Assist in developing a list of potential SME participants for the program from partner organizations, other NGOs and agencies working with SMEs, banks, etc.
- Assist in the screening process for participant selection.

- Based on the above workshop, reviews and meetings, develop a near term implementation plan to identify specific activities, interventions, seminars and training at the level of the overall SME sector, individual product sectors, and Program participants.

**Deliverables:** A trip report which will include,

- A list of activities undertaken and persons and organizations met.
- The near term implementation plan described above.

**Reporting:** The consultants will report directly to the GEO COP.

**Timing:** April 2002

**Duration:** Approximately 3 weeks.

## **Annex 2**

### **List of Activities Undertaken**

- Reviewed key documents concerning GEO SME Sector Assistance Program and related SME development projects in Guyana (see Annex 4)
- Met with key officials of organizations involved in SME Partnership Network (see Annex 3) to discuss purpose, targets, and approaches for Near-Term SME Action Plan
- Met with number of current and potential SME exporters and buyers (see Annex 3) and informally assessed potential SME participants
- Facilitated workshop with SME Program partners, which included following outputs:
  - Common purpose, clear targets, and explicit approach
  - Review of recent Guyana and No. American market surveys
  - Review of criteria for SME screening process and requirements for SME participation
- Compiled sample list of potential SME participants for the SME Program (see Annex 5)
- Developed Near-Term SME Action Plan, including:
  - activities, interventions, seminars, trainings at level of overall SME sector, individual product sectors and Program participants
  - sample list of potential SME participants (see Annex 5)
  - responsibilities of various partners
  - timing of activities

### **Annex 3**

#### **Persons and Organizations Met**

##### **Preliminary visits with SME Partnership Network:**

- Manjula Brijmohan, IPED
- Clem Duncan, GMA
- Derek Cummings, GMA
- Geoff Da Silva, Go-Invest
- Roxanne Greenidge, New Guyana Marketing Corporation
- Gordon Studebaker, GEO re: ARCC
- Dr. Mark Bynoe, GEO SME Consultant
- Tom Whitney, GEO Project Director

##### **Meetings with 13 current/potential SMEs and buyers:**

- Allan Major, Major's Food Manufacturing (sauces)
- Christopher Chin, Hauraruni Agricultural Development Co. (poultry, fresh fruit)
- Fitzroy Fletcher, Adventure Manufacturing Co. (jams, jellies, juices)
- Rahan Rai, broker and buyer for Bedessee
- Rajendra Mohan, Mohan's Fish Enterprise (frozen fish, fruits, vegetables, spices, peppers)
- Frank Alphonso and Angela Sebastian, Liana Cane Interior Ltd. (cane and nibbi furniture)
- Jit Lall, Prestige Manufacturing and Bottling (sauces and essences)
- Deodat Doodnauth, buyer for Kiskadee
- Pierre Fassbender, Tarakuli Guyana Inc. (fruit cheese)
- Chan Arjune, Arjun Printing and Graphic Arts Services
- Boyo and Brigitte Ramsaroop, Double 'B' Exotic Gardens (cut flowers)
- Bisram Singh, Biso Investments (fresh produce)
- Khemrag Ramkellowan, Caribbean Fruit & Vegetable (fresh produce)

##### **Workshop to review and validate Draft Near-Term SME Action Plan:**

- Clem Duncan, GMA
- Derek Cummings, GMA
- Manjula Brijmohan, IPED
- Trevor Fraser, ARCC and Mahaica Chamber of Commerce
- Nizam Hassan, New Guyana Marketing Corporation
- Danny Wallace, USAID
- Tom Whitney, GEO
- Gordon Studebaker, GEO
- Jamey Butcher, Chemonics
- William Kedrock, Chemonics
- Richard Dreiman, Chemonics

#### **Annex 4**

#### **Documents Consulted**

- 1) *GEO SME Sector Assistance Program and Action Plan*, by Richard Dreiman, October 2001, GEO Technical Report No. 33
- 2) *GEO 2001 Annual Report*, January 2002, Project Report No. 14
- 3) *Activities in Guyana Preparatory to the North American Market Surveys - Trip Report*, by Kenneth Weiss, February 2002, GEO Report
- 4) *Guyana Market and SME Sector Survey*, by Dr. Mark Bynoe, February 2002, GEO Technical Report No. 39
- 5) *Draft Report on the Markets in New York City and Toronto for Products of Small Firms in Guyana*, by Kenneth Weiss, March 2002, Draft GEO Technical Report
- 6) *Draft Proceedings of the Agroprocessing Symposium on "Support Programmes Available to Agroprocessors,"* Ministry of Fisheries, Crops and Livestock, October 26, 2001
- 7) *EMPRETEC Guyana – Capacity-building Programme to Foster Entrepreneurial Small and Medium Scale Enterprises and Regional Business Linkages*, Project Document GUY/01/002, United Nations Development Programme, Georgetown, Guyana, January 25, 2002
- 8) *Institute of Private Enterprise Development (IPED) Annual Report 2000*
- 9) *Business Development Services for Small Enterprises: Guidelines for Donor Intervention, 2000 Edition*, Committee of Donor Agencies for Small Enterprise Development, Secretariat: SME Department, World Bank Group, November 2000
- 10) *Guyana Office of Investment: Market Information Training and Needs Assessment*, by Jay Kaufman and Charles Mahoney, February 2002, GEO Technical Report No. 37.

## **Annex 5**

### **Sample List of Potential SME Export Participants**

Following is a sample list of potential SME export participants, based on the following:

- meetings with SMEs, IPED and GMA
- Weiss Survey of New York and Toronto Export Markets
- Bynoe Report on Guyana SMEs.

These potential participants have been identified by various consultants and local BDS facilitators/providers as SMEs that may be currently exporting, have exported in the past, or are interested in exporting, but all of whom demonstrate some of the qualities of an exporter highlighted in Section 3.3 Principles and Approach above:

SMEs participating must be self-selecting (demand-driven), and not selected by the project, based on such criteria as:

- Commitment: already exporting or willing to export
- Willingness to make investments in terms of education, time and money
- Concern with quality and presentation
- Responsive to market forces and information
- Ability to deliver quality/quantity goods on time
- Capacity to produce what is demanded (quality, volume, import requirements)

These following potential SME participant firms are presented below according to product areas that have been identified by Ken Weiss as having potential in the North American markets, because the products were 1) in demand, 2) ready now, 3) transportable to the market, and 4) enterable into the market.

#### **Cassava bread:**

- Family d'Lite Foods (cassava pizza)
- Moruka Women's Group (cassava bread)

#### **Essences:**

- Prestige Manufacturing and Bottling
- Chief's Essences

#### **Fresh produce:**

- Deodat Doodnauth
- Hauraruni Agricultural Development Company
- Biso Investments
- Caribbean Fruit & Vegetable

**Frozen fish and seafood (including salted):**

- Conway Investments Enterprise
- Deokumar Sukdeo
- Mohan Fish Enterprise
- Peter Liverpool

**Gold jewelry:**

- Correia' Jewelry Guyana Ltd.

**Organic hearts-of-palm**

- Amazon Caribbean

**Processed fruits and vegetables (including jams/jellies, sauces and juices):**

- Adventure Manufacturing (jams, jellies)
- Alliance Fruits Products (processed fruits)
- Jack's Honey
- Juice Power (tropical fruit juices)
- Kenjoer's Farm (honey)
- Major's Food Manufacturing (casareep, sauces)
- Mel's Products (sauces, casareep)
- Mohamed's Manufacturing Enterprise (sauces)
- Nicky's Natural Fruit Juice (fruit juices)
- Prestige Manufacturing and Bottling (jams, jellies, and sauces)
- Sococo (coconut milk and cream)
- Supreme Enterprises (sauces, casareep)
- Tandy's Manufacturing Enterprise (achars and pickles)
- Tarakuli Guyana (fruit cheese)
- Vinelli Industries Limited (noodles)

**Spices (esp. thyme)**

- Deodat Doodnauth
- Jenny's Paradise
- Mel's Products
- Mohan Fish Enterprise
- Supreme Enterprises

**Noni juice:**

- Carib Noni

**Tamarind balls:**

**Wooden and aluminum kitchen implements:**



The following potential SME export participants represent other sectors that may offer potential in markets that GEO will be studying as part of this plan.

**Nibbi and Cane Furniture:**

- Fitz Trading Enterprise
- Liana Cane Interior
- Liz Unique Handicraft
- Samuel's Furniture

## **Annex 6 Draft Scopes of Work**

### **Scope of Work for Designing and Teaching an Export 101 Course**

**Position(s):** Export Generalist

**Purpose of the assignment:** In the first instance the objective is to develop an Export 101 course and, then later, to present the course to first time exporters or those who have only limited export experience.

**Background:** In late 2001 the GEO Project developed an SME Sector Assistance Program that focused on stimulating and supporting the development of the SME sector in Guyana. Subsequently, GEO developed a Near-Term SME Export Action Plan to operationalize the SME Program by focusing on identifying export market opportunities and creating market linkages for SME exporters. This Action Plan includes components to develop market linkages, market information, and export-related policy and regulatory reform. Initial efforts under this action plan have included a survey of Guyanese SME firms and their products, and a market survey targeting the Guyanese expatriate communities in Toronto and New York City. These surveys confirmed that the domestic market for SMEs is small and shrinking, and that there may be considerable opportunity for SME exporters to sell more specialty 'Guyanese' products to the niche Guyanese markets in North America.

These studies also identified a number of immediate, practical constraints to increasing SME exports, including: lack of general knowledge among SMEs about the requirements and demands of exporting; insufficient information about and contacts with international buyers; little information about export opportunities in the Caribbean markets; difficulties with packaging and labeling; lack of specific information about import requirements in the U.S. and Canada; limited local storage (especially cold storage) and packing facilities near the airport; and problems with transportation, particularly scarce air cargo space for shipping fresh products.

Addressing these constraints form the basis for the next series of actions under the Near-Term SME Export Action Plan, and the focus for this Terms of Reference.

**The Approach:** As the focus of GEO's SME Assistance Program is on identifying market opportunities and creating market linkages for SME exporters, the Consultant(s) will focus on delivering specific, practical results and recommendations that may contribute directly to enhancing the export environment in Guyana and/or increasing opportunities for Guyanese SMEs to export. The Consultant(s), in collaboration with the SME program partners, will review the Near-Term SME Export Action Plan, results of recent reports on the Guyana SME sector and

international marketing surveys, participate in presentations and discussions of her/his findings, results, and recommendations, and present specific, practical actions for follow-up work in the trip report.

The Consultant(s) will work closely with key partners to the SME Assistance Program and SME Export Action Plan: Go-Invest, New GMC, ARCC, IPED and the GMA, to ensure effective and widespread outreach, promotion, and information dissemination. The Consultant(s) may also work with other Guyanese public and private organizations and donor-supported programs, as appropriate, for technical expertise on specific issues and products. These may include the Ministry of Fisheries, Crops and Livestock; the Guyana National Bureau of Standards, and other organizations working with SMEs. The Consultant(s) will work closely with the GEO SME Export Coordinator, and will also interact with the GEO Private Sector Advisor who is assisting private sector organizations improve their advocacy capacity.

The first step to offering an Export 101 course is to develop the course curricula. The course will touch on, for example:

- Why export?
- Questions to ask buyers and agents and the questions to be prepared to answer
- How to finance exports (e.g., working capital, buyer credit, letters of credit)
- Why the market is always right
- Phytosanitary certificates and APHIS
- Sources of market information
- Importance of quality in production, harvesting/handling, packaging, labeling, presentation
- Importance of reliability and on-time delivery
- Roles of regulatory agencies, e.g., Customs, Food & Drug, Min. of Fisheries, etc.
- Roles of government facilitation agencies, e.g., Go-Invest and the New GMC
- Other donor and NGO support programs
- Trade market access agreements and opportunities (CARICOM, CBI, CARICAN, FTAA, MERCOSUR, Lome/Cotonou (EU))

As a result of the training, participants will be able to better assess their own readiness to export and to develop an export plan. They will understand the basics of exporting and confidently ask the right questions of buyers and experts as well as confidently respond to the questions asked of them by buyers and bankers.

#### **Specific tasks:**

- Determine the content for Export 101
- Visit relevant agencies, partners, private companies, and so forth to gather background intelligence for the course.
- Write the Export 101 course material.
- Test the material.

- Determine location and frequency of course offering.
- Design a Exporter's Handbook in which this material and other information can be kept and given to participants.
- Later, lead the Export 101 class.
- Offer suggestions for improving the course.
- Identify other specific, perhaps technical, consultancies that could assist portions of the SME exporting community.

**Deliverables:**

- An Export 101 course outline and curriculum.
- Export 101 offered.
- A presentation of findings and recommendations stemming from the preparation for and offering of Export 101, followed by questions and answers, for participants at a meeting of the Guyana Exporters' Forum
- A presentation of findings and recommendations, followed by questions and answers, with officials of Guyana government agencies involved directly or indirectly in supporting the export process
- A trip report which will include,
  - List of persons and organizations met.
  - Recommendations for specific, practical actions to be undertaken in the near-term (next 12 months) to improve SME export opportunities.
  - A one-page summary of the consultancy for dissemination through the Go-Invest website and the Exporter's Newsletter.

**Timing:** May-July 2002

**Duration:** Approximately 4 weeks, over two trips.

## **Scope of Work**

### **Transportation Analysis for Export of Guyanese Products**

**Position:** Transportation Expert

**Purpose of the assignment:** To assess options to alleviate Guyana's severe transport constraints for exporters.

**Background:** In late 2001 the GEO Project developed an SME Sector Assistance Program that focused on stimulating and supporting the development of the SME sector in Guyana. Subsequently, GEO developed a Near-Term SME Export Action Plan to operationalize the SME Program by focusing on identifying export market opportunities and creating market linkages for SME exporters. This Action Plan includes components to develop market linkages, market information, and export-related policy and regulatory reform. Initial efforts under this action plan have included a survey of Guyanese SME firms and their products, and a market survey targeting the Guyanese expatriate communities in Toronto and New York City. These surveys confirmed that the domestic market for SMEs is small and shrinking, and that there may be considerable opportunity for SME exporters to sell more specialty 'Guyanese' products to the niche Guyanese markets in North America.

These studies also identified a number of immediate, practical constraints to increasing SME exports, including: lack of general knowledge among SMEs about the requirements and demands of exporting; insufficient information about and contacts with international buyers; little information about export opportunities in the Caribbean markets; difficulties with packaging and labeling; lack of specific information about import requirements in the U.S. and Canada; limited local storage (especially cold storage) and packing facilities near the airport; and problems with transportation, particularly scarce air cargo space for shipping fresh products.

Addressing these constraints form the basis for the next series of actions under the Near-Term SME Export Action Plan, and the focus for this Terms of Reference.

**The Approach:** As the focus of GEO's SME Assistance Program is on identifying market opportunities and creating market linkages for SME exporters, the Consultant(s) will focus on delivering specific, practical results and recommendations that may contribute directly to enhancing the export environment in Guyana and/or increasing opportunities for Guyanese SMEs to export. The Consultant(s), in collaboration with the SME program partners, will review the Near-Term SME Export Action Plan, results of recent reports on the Guyana SME sector and international marketing surveys, participate in presentations and discussions of her/his findings, results, and recommendations, and present specific, practical actions for follow-up work in the trip report.

The Consultant(s) will work closely with key partners to the SME Assistance Program and SME Export Action Plan: Go-Invest, New GMC, ARCC, IPED and the GMA, to ensure effective and widespread outreach, promotion, and information dissemination. The Consultant(s) may also work with other Guyanese public and private organizations and donor-supported programs, as appropriate, for technical expertise on specific issues and products. These may include the Ministry of Fisheries, Crops and Livestock; the Guyana National Bureau of Standards, and other organizations working with SMEs. The Consultant(s) will work closely with the GEO SME Export Coordinator, and will also interact with the GEO Private Sector Advisor who is assisting private sector organizations improve their advocacy capacity.

The transportation report will identify and analyze transportation costs between Guyana and ports of entry (air or sea) of principal trading partners for the exportation of various agricultural, processed, and manufactured goods. A range of factors which affect these costs, including distance and volume, will be taken into consideration in the analysis.

- Complete a detailed analysis of the factors which impact the cost to transport goods by sea and air between Guyana and its principal and potential trading partners.
- Consider various routes and methods available to transport goods.
- Investigate available options to reduce costs associated with transporting goods to international markets. Evaluate the impact costs for various modes of transport have on foreign markets.
- Assess the relation between frequency and size of transports with cost.

#### **Specific tasks:**

- Participate in a review and discussion of the export transportation sector.
- Lead a workshop with SME Program partners and private sector players (SMEs, buyers, agents, etc.) to discuss the findings, conclusions, and recommendations.
- Visit relevant government agencies, air and sea port facilities, exporters of fresh and processed fruits, vegetables, fish and other non-edible products.
- Based on the above meetings, reviews and discussions, develop recommendations, both near-term actions and long-term plans, to address the transportation issues facing Guyanese exporters. The recommendations can include actions that are tangential but critical to successful export of products, e.g., pack house, cold/cool storage, policy and regulations, tariffs/duties/taxes, and so forth.

#### **Deliverables:**

- A presentation of findings and recommendations, followed by questions and answers, for participants at a meeting of the Guyana Exporters' Forum.
- A presentation of findings and recommendations, followed by questions and answers, with officials of Guyana government agencies involved directly or indirectly in supporting the export process

- A trip report which will include,
  - List of persons and organizations met.
  - Recommendations for specific, practical actions to be undertaken in the near-term (next 6-12 months) and long-term (beyond 12 months) to alleviate some or all of the constraints addressed in the consultancy.
  - A one-page summary of the purpose, results, findings and recommendations of the consultancy, for dissemination through the Go-Invest website and the Exporter's Newsletter.

**Timing:** July 2002

**Duration:** Approximately 3 weeks.

**Terms of Reference  
For  
Feasibility Analysis for Upgrading the Guyanese Packing House for Caribbean Produce  
Exports and Related Storage**

**Position(s):** 1 Consultant specializing in post-harvest handling, packing and storage of fruits and vegetables, and related packing facilities

**Purpose of the assignment:** To assist in the feasibility analysis for upgrading the Guyanese Packing House for Caribbean Produce Exports and related storage issues. This packing house, run by the New Guyana Marketing Corporation, is the sole facility through which Guyanese fresh fruits and vegetables may be exported to Barbados. Previously Barbadian agricultural inspectors came to Guyana weekly to inspect the produce, but now have accepted Guyana's controls and are conducting inspections only in Barbados.

**Background:** In late 2001 the GEO Project developed an SME Sector Assistance Program that focused on stimulating and supporting the development of the SME sector in Guyana. Subsequently, GEO developed a Near-Term SME Export Action Plan to operationalize the SME Program by focusing on identifying export market opportunities and creating market linkages for SME exporters. This Action Plan includes components to develop market linkages, market information, and export-related policy and regulatory reform. Initial efforts under this action plan have included a survey of Guyanese SME firms and their products, and a market survey targeting the Guyanese expatriate communities in Toronto and New York City. These surveys confirmed that the domestic market for SMEs is small and shrinking, and that there may be considerable opportunity for SME exporters to sell more specialty 'Guyanese' products to the niche Guyanese markets in North America.

These studies also identified a number of immediate, practical constraints to increasing SME exports, including: lack of general knowledge among SMEs about the requirements and demands of exporting; insufficient information about and contacts with international buyers; little information about export opportunities in the Caribbean markets; difficulties with packaging and labeling; lack of specific information about import requirements in the U.S. and Canada; limited local storage (especially cold storage) and packing facilities near the airport; and problems with transportation, particularly scarce air cargo space for shipping fresh products.

Addressing these constraints form the basis for the next series of actions under the Near-Term SME Export Action Plan, and the focus for this Terms of Reference.

**The Approach:** As the focus of GEO's SME Assistance Program is on identifying market opportunities and creating market linkages for SME exporters, the Consultant(s) will focus on delivering specific, practical results and recommendations that may contribute directly to



enhancing the export environment in Guyana and/or increasing opportunities for Guyanese SMEs to export. The Consultant(s), in collaboration with the SME program partners, will review the Near-Term SME Export Action Plan, results of recent reports on the Guyana SME sector and international marketing surveys, participate in presentations and discussions of her/his findings, results, and recommendations, and present specific, practical actions for follow-up work in the trip report.

The Consultant(s) will work closely with key partners to the SME Assistance Program and SME Export Action Plan: Go-Invest, New GMC, ARCC, IPED and the GMA, to ensure effective and widespread outreach, promotion, and information dissemination. The Consultant(s) may also work with other Guyanese public and private organizations and donor-supported programs, as appropriate, for technical expertise on specific issues and products. These may include the Ministry of Fisheries, Crops and Livestock; the Guyana National Bureau of Standards, and other organizations working with SMEs. The Consultant(s) will work closely with the GEO SME Export Coordinator, and will also interact with the GEO Private Sector Advisor who is assisting private sector organizations improve their advocacy capacity.

#### **Specific tasks:**

- Assess the current policies, systems, and procedures in use at the Guyanese Packing House
- Assess the quality of the post-harvest handling, packing and storage of the various key fresh fruits and vegetables being exported from this facility
- Interview the key government agencies and officials responsible for the organization and management of the packing house to identify their concerns, issues and needs
- Interview the leading private sector exporters currently using the packing house facilities to identify their concerns, issues, and needs
- Based on the above interviews, lead an informal workshop with government officials and private sector exporters to address the key issues and identify possible solutions
- Assess available versus alternative packing facilities and processes in terms of enhancing effectiveness and efficiency
- Quantify the cost of each alternative packing facility and process
- Propose measures that may be implemented immediately, at low-cost, to improve operations in the existing packing house
- Recommend alternative solutions to the existing packing house, including a description of their technical, organizational and financial feasibility, and timing for implementation

**Deliverables:**

- A presentation of findings and recommendations, followed by questions and answers, for participants at a meeting of the Guyana Exporters' Forum
- A presentation of findings and recommendations, followed by questions and answers, with officials of Guyana government agencies involved directly or indirectly in supporting the export process
- A trip report which will include,
  - Findings, analysis and results for all the above tasks
  - List of persons and organizations met.
  - Recommendations for specific, practical actions to be undertaken in the near-term (next 12 months) to alleviate some or all of the constraints addressed in the consultancy.
  - A one-page summary of the purpose, results, findings and recommendations of the consultancy, for dissemination through the Go-Invest website and the Exporter's Newsletter.

**Timing:** June 2002

**Duration:** Approximately 3 weeks.

## **Terms of Reference For Market Surveys in the Caribbean for Guyanese Products**

**Position(s):** International marketing specialist, with experience in the Caribbean.

**Purpose of the assignment:** Identify current and potential exports from Guyana suitable for the Caribbean market, and conduct a market survey in the following Caribbean islands including Barbados, Trinidad and Tobago, St. Lucia, Antigua, Dutch Antilles, Martinique and Guadeloupe of existing and potential demand for Guyanese products.

**Background:** In late 2001 the GEO Project developed an SME Sector Assistance Program that focused on stimulating and supporting the development of the SME sector in Guyana. Subsequently, GEO developed a Near-Term SME Export Action Plan to operationalize the SME Program by focusing on identifying export market opportunities and creating market linkages for SME exporters. This Action Plan includes components to develop market linkages, market information, and export-related policy and regulatory reform. Initial efforts under this action plan have included a survey of Guyanese SME firms and their products, and a market survey targeting the Guyanese expatriate communities in Toronto and New York City. These surveys confirmed that the domestic market for SMEs is small and shrinking, and that there may be considerable opportunity for SME exporters to sell more specialty 'Guyanese' products to the niche Guyanese markets in North America.

These studies also identified a number of immediate, practical constraints to increasing SME exports, including: lack of general knowledge among SMEs about the requirements and demands of exporting; insufficient information about and contacts with international buyers; little information about export opportunities in the Caribbean markets; difficulties with packaging and labeling; lack of specific information about import requirements in the U.S. and Canada; limited local storage (especially cold storage) and packing facilities near the airport; and problems with transportation, particularly scarce air cargo space for shipping fresh products.

Addressing these constraints form the basis for the next series of actions under the Near-Term SME Export Action Plan, and the focus for this Terms of Reference.

Specifically concerning the lack of market information, the Caribbean has been identified as offering potential for new or increased exports from Guyana. Some of the products currently being exported from Guyana to the Caribbean include fresh fruit and vegetables, frozen fish and seafood, processed foods, cane/nibbi furniture, dressed lumber, and handicrafts. Unlike the markets of New York and Toronto, it is not believed that the Caribbean offers potential for specialty branding of Guyanese processed foods. Rather, the proximity and less stringent import

requirements may offer opportunities for Guyanese SMEs to increase exports with lower cost goods delivered with fewer complications.

**The Approach:** As the focus of GEO's SME Assistance Program is on identifying market opportunities and creating market linkages for SME exporters, the Consultant(s) will focus on delivering specific, practical results and recommendations that may contribute directly to enhancing the export environment in Guyana and/or increasing opportunities for Guyanese SMEs to export. The Consultant(s), in collaboration with the SME program partners, will review the Near-Term SME Export Action Plan, results of recent reports on the Guyana SME sector and international marketing surveys, participate in presentations and discussions of her/his findings, results, and recommendations, and present specific, practical actions for follow-up work in the trip report.

The Consultant(s) will work closely with key partners to the SME Assistance Program and SME Export Action Plan: Go-Invest, New GMC, ARCC, IPED and the GMA, to ensure effective and widespread outreach, promotion, and information dissemination. The Consultant(s) may also work with other Guyanese public and private organizations and donor-supported programs, as appropriate, for technical expertise on specific issues and products. These may include the Ministry of Fisheries, Crops and Livestock; the Guyana National Bureau of Standards, and other organizations working with SMEs. The Consultant(s) will work closely with the GEO SME Export Coordinator, and will also interact with the GEO Private Sector Advisor who is assisting private sector organizations improve their advocacy capacity.

Specifically, for this assignment the Caribbean market survey will be undertaken in two parts. The first, a rapid assessment of products, markets, producers and exporters in Guyana, will provide the initial information needed for undertaking the market surveys in the Caribbean. The second part will focus on the Caribbean markets for Guyanese products, initially in Barbados, Trinidad and Tobago, St. Lucia, Antigua, Dutch Antilles, Martinique and Guadeloupe. As a training exercise, the International Marketing Specialist will work closely with a member of Go-Invest's Export Promotion Unit and/or the New GMC. Based on the experience gained in the Caribbean market surveys, it is hoped that the Guyanese export promotion specialist(s) could then, at a later date, undertake similar market studies in other countries.

### **Specific tasks:**

The information gathered from these market surveys, including descriptions of products and markets, and detailed contact information for wholesalers, retailers, buyers, agents, transporters, freight forwarders, etc. will be incorporated into a Go-Invest producer/exporter web-enabled database.

#### *In Guyana:*

- Meet with a cross section of SMEs and exporters to understand local markets, production, scale of operations, and constraints and possibilities

- Based on the international marketing specialist's general market knowledge and experience, and from information gathered in the meetings, develop a list of products that may offer substantial potential for export or increased export
- As needed, based on information gathered in the Guyana trip, and with the approval of the GEO Project Director, amend the terms of reference for the Caribbean market study

*In the Caribbean (for each island):*

- Describe the size, purchase power and buying habits of the markets for each island surveyed. Identify any concentrations of Guyanese living on these islands.
- Based on the product list developed in Guyana, identify those which offer the greatest potential for export and sale in the target markets
- Provide an estimate of the quantities and prices (wholesale and/or retail prices) of the identified products, irrespective of origin currently sold in each island, and the penetration of identified Guyanese products in these markets
- Based in part on general knowledge and in part on awareness of Guyana production capabilities, recommend other products currently demanded in the target markets which could be produced in and exported from Guyana, but currently are not
- Identify key market intermediaries for the markets surveyed (brokers, wholesalers, retailers) and the distribution chains for the identified products. For each intermediary, provide the company name, contact name, position, phone/fax/email, as well as the information on the business (e.g. how long in operation, range of products handled, current sources for products like or similar to those produced, etc.)
- Identify specific opportunities and constraints to exporting the identified Guyanese products to the selected Caribbean islands, in general, and specifically to the identified intermediaries. Provide an opinion as to what the keys are to a successful relationship with the intermediaries.
- For the products (or product types) identified as having potential, identify the restrictions and regulations concerning the importation, customs, health and phytosanitary requirements (e.g. CARIBCOM)
- Identify other pertinent market and export information as may be useful either for Guyanese exporters, Go-Invest and the New GMC, or the GEO Project in assisting either of these groups
- Recommend next steps for potential and current Guyanese SME exporters to access these markets.

**Deliverables:**

- A presentation of findings and recommendations,, followed by questions and answers, for participants at a meeting of the Guyana Exporters' Forum
- A presentation of findings and recommendations, followed by questions and answers, with officials of Guyana government agencies involved directly or indirectly in supporting the export process
- A trip report which will include,
  - Findings, analysis and results for all the above tasks
  - List of persons and organizations met.
  - Recommendations for specific, practical actions to be undertaken in the near-term (next 12 months) to alleviate some or all of the constraints addressed in the consultancy.
  - A one-page summary of the purpose, results, findings and recommendations of the consultancy, for dissemination through the Go-Invest website and the Exporter's Newsletter.

**Timing:** June-July 2002

**Duration:** Approximately 7 weeks.